Investing in Transportation Infrastructure Jobs



















March 2012

33rd Annual Report to Congress



METROPOLITAN TRANSPORTATION COMMISSION



Investing in Transportation Infrastructure = Jobs

33rd Annual Report to Congress

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Joseph P. Bort MetroCenter 101 Eighth Street Oakland, California 94607-4700

510.817.5700 tel 510.817.5848 fax 510.817.5769 tty/tdd

info@mtc.ca.gov email www.mtc.ca.gov web

San Francisco Bay Area Road and Transit Network



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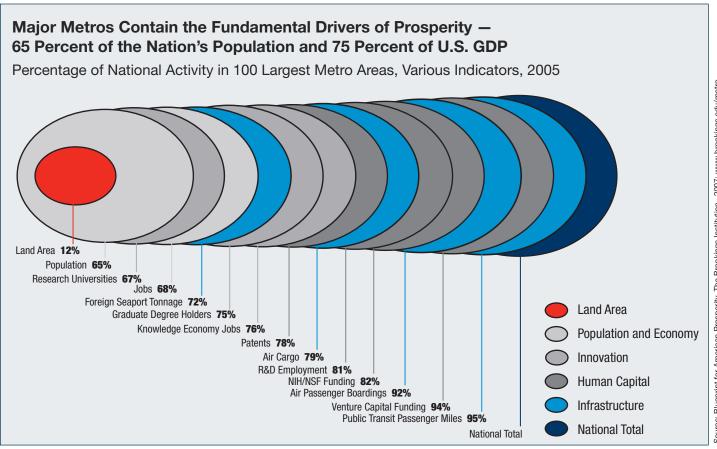
Surface Transportation Reauthorization

MAP-21 Moves America Forward

MTC endorses the Senate's version of the Surface Transportation Reauthorization bill (S. 1813), Moving Ahead for Progress in the 21st Century (MAP-21). The bill maintains baseline funding levels, consolidates programs, streamlines project delivery, and moves the nation toward a federal transportation program focused on national goals by requiring performance measures to be integrated into the overall planning and funding process at the regional, state and federal levels. MTC has four priorities for the final bill that will emerge out of the conference committee process:

1. Focus on Metro Areas

MTC has long advocated for a metropolitan mobility program that gives local leaders who know the transportation needs of their constituents best — direct control over how to spend those funds. While MAP-21 takes steps in this direction, because of California's unique laws, the bill could actually *lower* the share of funding going to metro areas in the Golden State. We support retaining the 62.5 percent suballocation to urbanized areas in current law.



2. Include a New National Freight Program

MTC strongly supports MAP-21's inclusion of a national freight program that recognizes our nation's intermodal network of highways, rail corridors and maritime pathways. Growth in international trade, both in imports and exports, is critical to our economy, and requires reliable transportation infrastructure.

An effective national freight program should be:

- Funded by new user fees or the General Fund, not from the Highway Trust Fund, which is already oversubscribed.
- Distributed on a competitive basis, such
 as via the National Freight Infrastructure Grant
 Program proposed by the Senate Commerce Committee in S. 1950.
- Overseen by an Office of Freight Planning and Development within the Office of the Secretary at U.S. DOT, to provide a mode-neutral perspective.



The Port of Oakland is the nation's fourth-busiest container seaport and a critical California export port.

3. Shift CMAQ Construction Equipment Set-Aside to States

MTC does **not** support the proposal for MPOs to use 15 percent of their Congestion Mitigation and Air Quality (CMAQ) funds to pay for the retrofit and replacement of construction equipment in order to reduce fine particulate matter (PM _{2.5}). This set-aside should be dropped altogether or — if retained — taken either from the state's 50 percent share or from the full CMAQ apportionment. With a single statewide program, the funds could be targeted to the best uses and minimize administrative costs.

4. Protect Metropolitan Planning Funding

Considering the significant funding constraints facing the federal transportation program, MTC is concerned about the long-term implications of shifting metropolitan planning funding to an appropriated amount, rather than a formula program funding set-aside. Consistent with the increased planning workload that comes with increased project funding, we believe this program should instead receive 1.15 percent of the new Transportation Mobility Program and the National Highway Performance Program, similar to the H.R.7 proposal.

H.R. 7 Veers In the Wrong Direction

Along with cities and transit agencies across the nation, MTC breathed a sigh of relief at the announcement that the House leadership is open to an 18-month bill and may drop its proposals to flat-line transportation funding for the next four years and to end dedicated funding for public transit from the Highway Trust Fund. With these changes, there is now a greater likelihood that the House and Senate can reach agreement on a final bill, far preferable to more short-term extensions. Below we highlight MTC's primary concerns with H.R. 7.

Regional Authority and Planning Process Threatened

H.R. 7 undermines regional autonomy and the integrity of the regional planning process by allowing a governor to unilaterally add a project to a region's transportation improvement program (TIP), even if the project is opposed by the region's residents and the MPO. Planning and funding choices should be made cooperatively by local and state agencies. MTC supports efforts to restore the ability of metro regions to develop a transportation improvement plan, in concert with states, without unilateral amendment by the governor.

Metro Share of Surface Transportation Program Cut 20 Percent

H.R. 7 reduces the share of Surface Transportation Program (STP) funding that is distributed to urbanized areas on the basis of population from 62.5 percent to 50 percent. This provision is similar to MAP-21's treatment of the new Transportation Mobility Program, which we also seek to modify as described on page 4.



New Bus Formula Hurts Bay Area Transit Operators

H.R.7 makes any transit operator that provides commuter rail or light rail service ineligible for funding from a new Bus and Bus Facilities Program. This would be a particular hardship for San Francisco Municipal Transportation Agency and Santa Clara Valley Transit Authority, which would have to split into separate operations (one providing only bus service and one providing only rail and other services) in order to receive formula funds or lose this funding altogether.

Bill Guts CMAQ Program and Ends Safe Routes to Schools

H.R. 7 permits CMAQ funding, historically restricted to projects that have demonstrated air quality benefits, to be used for highway expansion projects, even if the projects have no air quality benefit. This could undermine efforts across the nation to reduce emissions, including greenhouse gas emissions, and deal a blow to public transit, bicycle and pedestrian, and high-occupancy vehicle lane projects.

H.R. 7 also eliminates the Transportation Enhancement Program as well as the extremely popular and oversubscribed Safe Routes to School Program. MTC urges our House delegation to adopt the Senate's approach, which retains these programs' eligibility but integrates them into one overall "Additional Activities" program within CMAQ.

A Long-Term Bill Requires a Return to the User Fee Principle

While MTC would much prefer a long-term bill, considering the huge infrastructure needs our nation faces, we cannot support a bill that locks us into inadequate funding levels for four years or more. Considering the competition in the federal budget from such giants as Department of Defense, Social Security and Medicare, relying on General Fund transfers is simply unsustainable. A return to the user fee principle is the best and only viable option for long-term funding that meets our nation's surface transportation needs.



Under H.R. 7, San Francisco Muni's fleet of over 500 buses, which carry 300,000 riders per day would be ineligible for funding from the new bus formula program.



The Safe Routes to School Program aims to increase the number of children who walk or bicycle to school.



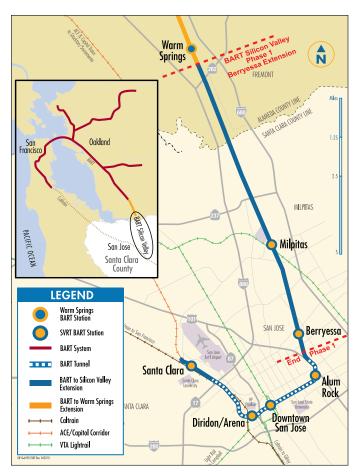
H.R. 7 and S. 1813 both augment the Highway Trust Fund with transfers of general revenue rather than raising the gas tax.

Transit Expansion Priority Projects

The Bay Area is once again poised to begin construction on a number of major transit expansion projects, including two new rail extensions and two major bus rapid transit projects. MTC is proud to partner with Alameda-Contra Costa Transit District (AC Transit), San Francisco Municipal Transportation Agency (SFMTA), and the Santa Clara Valley Transportation Authority (VTA).

Project Funding Plans (Dollars in Millions) Federal							
	Local	State	Federal	Total	Share		
BART to Silicon Valley	\$1,179	\$251	\$900	\$2,330	39%		
San Francisco Central Subway	\$488	\$632	\$1,107	\$2,227	50%		
Van Ness Bus Rapid Transit (BRT)	\$30	\$2	\$93	\$126	74%		
East Bay BRT	\$78	\$50	\$77	\$205	38%		

Note: Totals may not sum due to rounding.



The 10-mile BART extension will link Bay Area residents to major Silicon Valley employers.



Soon-to-be-built Milpitas Station (rendering above)

BART to Silicon Valley

Consistent with President Obama's budget request, VTA seeks \$150 million in 2013 Capital Investment Grants for its extension to Berryessa, the first phase of BART to Silicon Valley. The project will support the regional economy, enhance regional connectivity, alleviate traffic congestion, accommodate future travel demand, and improve access to employment, education, medical, and retail centers. According to the Silicon Valley Leadership Group, the Berryessa extension will create nearly 5,500 jobs during the construction of the line, track, systems and stations elements.

VTA expects to execute its full funding grant agreement (FFGA) for the \$900 million federal share this month.



Chinatown's light rail station (rendering above) will serve one of the densest downtown neighborhoods on the West Coast.

SF Transit Improvements: Central Subway and Van Ness BRT

SFMTA seeks \$150 million for the Central Subway (Phase Two of the Third Street Light Rail project) in 2013 Capital Investment Grants, as recommended in the President's budget. SFMTA submitted an application for an FFGA to the Federal Transit Administration (FTA) in September 2011 and anticipates approval after the required 60-day congressional review in spring 2012. SFMTA seeks \$942 million in total Capital Investment Grants.

MTC also supports the Van Ness Bus Rapid Transit (BRT) project, which the President recommended receive \$10 million in 2013 from the Small Starts program. This project creates rapid transit along two miles of Van Ness Avenue, San Francisco's major north-south transit route, including dedicated transit lanes from Civic Center north toward Union Street and Fisherman's Wharf.

Workers relocate utilities in preparation for Union Square Station and the tunnel to Chinatown.

Closing the Funding Loop for East Bay BRT

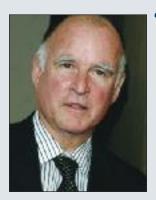
MTC supports AC Transit's 14.4-mile BRT project, and future appropriations of \$28 million to fulfill the final increment of FTA Small Starts funding. The project will improve the speed and reliability of transit service – five minutes headway during peak weekday periods – in one of the densest and most transit-dependent areas in the region. The planned improvements include rail-like bus stations, dedicated bus lanes, new traffic signals and signal priority, street lighting, landscaped medians, crosswalk improvements and new buses. The final environmental impact report was made public last month and a record of decision is expected this summer.



AC Transit's BRT project will enhance bus reliability and reduce travel time in the cities of Oakland and San Leandro.

California's High-Speed Rail at a Crossroads

In November 2011, the California High Speed Rail Authority (CHSRA) released a new business plan that offered a sobering assessment of the challenges it faces as well as a practical path forward. This approach accepts that the train will not be built overnight, but will require interim steps, including upgrades to existing commuter rail systems in Northern and Southern California.



"Critics of the highspeed rail project abound as they often do when something of this magnitude is proposed. During the 1930's, the Central

Valley Water Project was called a 'fantastic dream' that 'will not work.'
The Master Plan for the Interstate
Highway System in 1939 was derided as 'New Deal jitterbug economics'...
The critics were wrong then and they're wrong now."

— Governor Jerry Brown State of the State Address, Jan. 18, 2012 MTC, along with Caltrain and other Bay Area transit agencies, is working closely with CHSRA leadership to maximize the near-term benefits that high-speed rail funding can bring to the San Francisco Bay Area, including two major upgrades to the Caltrain corridor — electrification and positive train control.

Electrification

In addition to laying the foundation for future high-speed rail, electrification of the Caltrain corridor will:

- Attract more riders by enabling faster, more frequent service
- Lower emissions by 90 percent and reduce exposure to cancer-causing particulates
- Accommodate more flexible scheduling
- Reduce noise impacts by providing quieter train service

Caltrain Improvements to Facilitate HSR: Cost and Schedule

(Millions of Year-of-Expenditure Dollars)

		Construction Target			
Phase I	Project Cost	Start Date	End Date	Environmental Status	Lead Agency
Electrification (Design, Engineering and Initial Construction)*	\$785	November 2013	March 2016	CEQA clearance imminent NEPA cleared	Caltrain
Positive Train Control (Procurement and Installation)	\$231	July 2013	September 2019	NEPA/CEQA cleared	Caltrain
TOTAL	\$1,016				

* Excluding rolling stock.



The Peninsula corridor is poised for major upgrades as part of highspeed rail.

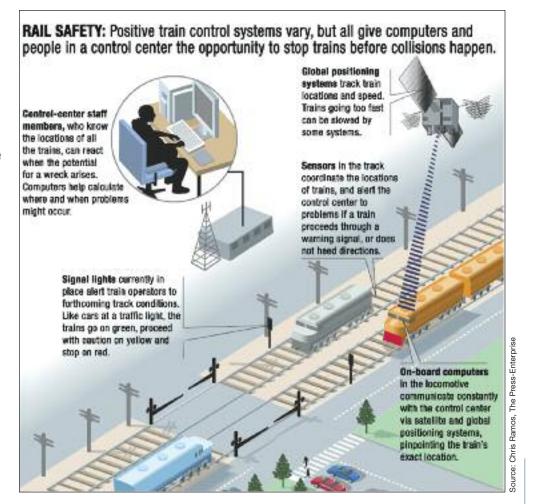
"The Governor has told us he wants a plan that will get high-speed rail trains on the track sooner and in a less costly manner than previous plans called for. If that can be accomplished by electrifying Caltrain's lines and using that right-of-way, then it's certainly something we want to consider."

— Dan Richard Board Chair, California High-Speed Rail Authority

Positive Train Control

Positive train control (PTC) is a federal rail safety requirement, slated to go into effect as soon as 2015, that helps prevent accidents through satellite technology. PTC is also required for electrification of the Caltrain corridor, and by extension, a prerequisite for high-speed rail to operate in the Caltrain corridor.

How Positive Train Control Works



Plan Bay Area: A New Kind of Plan

Many things contribute to making the Bay Area the world's 19th-largest economy, including the natural beauty of San Francisco Bay, our extensive system of interconnected parks and open space, advanced transit systems, top-notch educational institutions, our rich cultural heritage, and a knack for risk-taking and innovation seemingly built into our genes. Each of us who calls the Bay Area home has a strong interest in protecting these assets.



Plan Bay Area is one of the most collaborative planning efforts in the region's history. It is being led by MTC and the Association of Bay Area Governments (ABAG) — in partnership with the Bay Area Air Quality Management District, the Bay Conser-

vation and Development Commission, the region's nine counties and 101 cities, and dozens of partner transportation agencies.

Plan Bay Area aims for sustainable patterns of growth that maintain a vibrant economy while preserving the features that make the Bay Area unique.

Reflecting a broader, more integrated planning process, Plan Bay Area incorporates performance targets for:

- strengthening economic growth
- reducing greenhouse gas emissions
- accommodating housing within the region's borders
- preserving agricultural land and open space
- decreasing the share of lower-income households' income spent on transportation and housing
- promoting walking and bicycling
- improving transportation safety
- reducing particulate emissions

For more information, visit *OneBayArea.org*.



MTC is using federal funds to promote bicycling and walking to school.

Flexible Federal Funds Put Plan into Action

MTC already is capitalizing on the flexibility of the existing federal transportation program to meet Plan Bay Area goals by shifting a larger portion of Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) funds to local jurisdictions that take on a bigger share of the region's housing production.

The Commission has proposed dedicating \$250 million for a new One Bay Area grant program that provides the region's nine counties and 101 cities with incentives to produce housing through supportive transportation investments. Approximately 70 percent of the funds will be used for projects in designated Priority Development Areas (PDAs) which are districts within existing communities that have been identified and approved by city or county governments to take on larger shares of future growth. These areas typically are easily accessible to transit, jobs, shopping and other services.

The One Bay Area grant program also will:

- Add flexibility: The single flexible grant program eliminates required program categories by combining funding for MTC's Transportation for Livable Communities, Regional Bicycle Program, Local Streets & Roads and Safe Routes to School initiatives.
- Leverage other funds: Recipients can combine One Bay Area grants with funds from other regional programs, non-federal sources for affordable housing, or other local funds to meet Plan Bay Area objectives.
- Maintain key regional programs: Regional STP and CMAQ funds will continue to advance vital regional priorities such as MTC's Regional Operations, Freeway Performance Initiative, and Transit Capital Rehabilitation programs.
- Establish a Priority Conservation Area Planning Program: This new \$5 million pilot initiative provides financial incentives for counties with populations with under 500,000 to preserve farmland and natural resource areas.

HUD Awards Bay Area \$5 Million Grant

In 2011, the U.S. Housing and Urban Development (HUD) Agency awarded MTC and ABAG a \$5 million grant to develop a Regional Prosperity Plan — a key economic component of our long-range planning efforts. The plan will be developed in partnership with a broad variety of Bay Area jurisdictions and nonprofit organizations representing a wide range of interests, including the business community, labor advocacy organizations, social justice and affordable housing advocates.

Regional Prosperity Plan

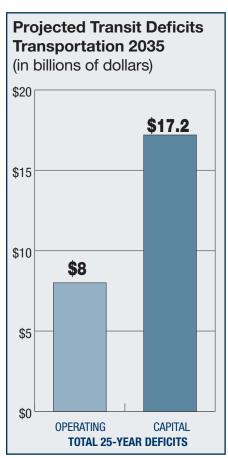
The plan has two interconnected components:

A Regional Economic Development Strategy will be developed to increase access to regional prosperity for *all* workers by supporting development of low- and middle-income jobs that offer clear paths for advancement.

A Regional Affordable Housing Strategy will explore how the region can better support the preservation and production of affordable housing through new funding tools and strategies to reduce displacement pressures associated with short- and long-term economic growth.

Creating a Sustainable Public Transit System in the Bay Area

To help chart a future that provides Bay Area residents with an efficient, convenient and reliable transit system, in 2010 MTC launched the Transit Sustainability Project. The project seeks to determine the major challenges facing transit and identify a path toward an affordable, efficient and well-funded transit system that more people will use. The ultimate goal is to create a public transit system that can better meet the mobility needs of the region over the long term.



What is Important for Transit's Success?

- Strengthen financial position: Contain costs, cover a greater percentage of operating and capital costs with a growing share of passenger fare revenues; secure more reliable streams of public funding.
- Improve service for the customer: Upgrade the system so that it functions as an accessible, user-friendly and coordinated network for transit riders, regardless of mode, location or jurisdiction.
- Attract new riders to the system: Accommodate new riders in an era of emission-reduction goals, and support ridership growth through companion land use and pricing policies.

Getting a Bigger Bang for the Buck

MTC, working in collaboration with transportation agency, government, labor, business, environmental and equity leaders, is proposing to establish new efficiency goals that must be achieved over a five year period.





New Transit Performance Initiative Grant Program to Deliver Quick Wins

MTC also has proposed a new Transit Performance Initiative — a \$30 million capital grant program (from a share of the region's Congestion Mitigation and Air Quality funds) — to fund low-cost investments that improve operations and customer experience on major transit corridors.

Financial Rewards Proposed for Operators Who Deliver Results

To complement the grant program, MTC is also considering a new "race to the top" type of incentive program. The program would reward those operators that:

- carry the largest number of riders,
- show increases in ridership over the prior year, and
- improve productivity.

By allocating transit funds on the basis of performance, we aim to encourage *all* of the region's transit operators to continuously improve their service and attract more riders.

For more information see www.mtc.ca.gov/planning/tsp/.





MTC seeks to speed up transit service for the millions of Bay Area residents that rely on it.

Clipper Transit Card Takes Off

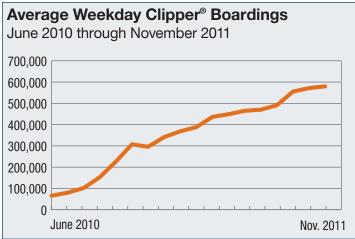
The Bay Area's Clipper® transit fare-collection program hit a major milestone last December, reaching 1 million active cards in circulation, more than double the 410,000 active cards in circulation the year before.





Exact Change Not Required

Clipper allows riders to transfer seamlessly among the region's transit operators without having to carry cash or purchase multiple passes. The card is now accepted on AC Transit, BART, Caltrain, Golden Gate Transit & Ferry, SamTrans, Santa Clara VTA and SF Muni — which collectively carry more than 90 percent of all transit passengers in the Bay Area.



Clipper® Percent Share of Trips December 2010–December 2011 100% 80% 60% 40% 20% AC Tansit BART Caltrain Muni GG Ferry

2011 - A Breakthrough Year for Clipper

Clipper boardings climbed nearly 80 percent from December 2010 to December 2011, reaching almost 600,000 weekday boardings. In December 2011, about 900,000 transfers were made from one transit system to another using Clipper, with most transfers being made to or from SF Muni and BART.

Golden Gate Ferry riders are the most likely of any Bay Area transit rider to pay their transit fares with Clipper, with more than 9 out of 10 riders doing so (a three-fold increase over the prior year). Caltrain passengers are next, at 60 percent, followed by BART at 48 percent. Over the next year, MTC and our partner transit agencies will encourage more transit riders to use Clipper — the hassle-free way to ride transit.

The Bay Area's 511: Saving Time and Removing Uncertainty 24/7

MTC's award-winning 511 traveler information system — available by phone, on the web, and now through text messages — expanded its reach last year, offering a number of new features to help the region's drivers, transit riders and even bicyclists make informed transportation choices. The system helps to improve travel times, reduce congestion, lower fuel costs and cut down on tailpipe emissions from vehicles stuck in slow-moving traffic.

Transit Stop Decals Simplify Real-Time Departure Information

As of summer 2011, all of SF Muni's transit stops were affixed with a unique "Stop ID" decal, allowing riders to find out with one easy call when their next bus or train will arrive, 24 hours a day, seven days a week. AC Transit is a third of the way through deploying the decals on their system, as well. Riders who don't know their Stop ID number can still get real-time departure information on SF Muni, AC Transit, BART and WestCat by following the 511 voicemail prompts.

511 Traffic Offers Real-Time Traffic Conditions At-a-Glance

511 made improvements to its 511 Traffic page, which helps commuters avoid traffic jams and incidents, and suggests alternate routes to keep travelers moving. The new page shows travelers real-time traffic congestion, incidents, and construction projects at a glance. Map tools are available to view predicted traffic congestion (based on historical averages) when planning a future trip — especially one that requires arriving on time, like a trip to the airport. 511 operators update incident and construction information 24/7 so that 511 users can access information specific to their trip, whenever they need it.

Like Clipper, the 511 system is funded primarily by the region's federal Surface Transportation Program and Congestion Mitigation and Air Quality funds.

Bay Area transit riders can use the 511 system to get real-time departure information.

1845ET: Income to Baker in 2, 13 min.

CONSTRUCTOR

Bay Area Hits Home Stretch on Toll Bridge Seismic Safety Program

The October 2011 placement of the final roadway deck segment for the signature self-anchored suspension (SAS) portion of the new East Span of the San Francisco-Oakland Bay Bridge marked a major milestone for the largest public works project in California history.



Construction crews place a 450-ton steel cable saddle atop the East Span tower.

Replacement of the Bay Bridge's 2.2-mile East Span is by far the biggest and most complex undertaking in the roughly \$9 billion Toll Bridge Seismic Retrofit Program (TBSRP), which traces its origins to the devastating Loma Prieta Earthquake 22 years ago. On target for completion in September 2013, the nearly \$6.3 billion East Span project notched a series of critical achievements during 2011:

- March 4: Placement of the final tier on each of the four legs of the SAS span's signature single tower.
- April 15: Installation of the 500-ton steel "grillage," which sits atop the tower legs, tying them together into a single, tapering unit and evenly distributing the weight of the cable saddle.
- May 19: Placement of the world's largest cable saddle onto the tower grillage.
- August 12: Completion of the fourth and final catwalk, allowing workers to prepare for installation of the bridge's mile-long single main cable.
- December 21: Pulling of the main cable begins. The months-long process involves hauling 137 separate strands, each of which is comprised of 127 individual 5 millimeter, high-tensile steel wires, each strong enough to support a military Hummer.

A construction operation conducted during a recent weekend bridge closure in February 2012 shifted westbound traffic to a detour south of the original Oakland approach to the bridge. By implementing this detour, along with an eastbound detour that was installed last Memorial Day weekend, the entire new East Span will open to the public several months earlier than previously scheduled.



Construction catwalks on the new East Span allow workers to install the bridge's mile-long main cable.

Dumbarton and Antioch Bridges Under Retrofit

Meanwhile, work continues on seismic retrofits of the Dumbarton and Antioch bridges. These spans, which were not originally included in the TBSRP, were added to the retrofit program by the state Legislature in 2009 after a two-year evaluation by BATA and Caltrans revealed they both need significant strengthening to protect public safety.

The Antioch Bridge retrofit is slated for completion ahead of schedule in April 2012, while the Dumbarton project is scheduled to continue through September 2013. All eight of the other seismic retrofit projects — including replacement of the Bay Bridge West Approach in San Francisco and upgrades to the 1962 Benicia-Martinez Bridge, the 1958 Carquinez Bridge, the Richmond-San Rafael Bridge and the San Mateo-Hayward Bridge, as well as the Vincent Thomas Bridge in Los Angeles and the San Diego-Coronado Bridge — have been completed.



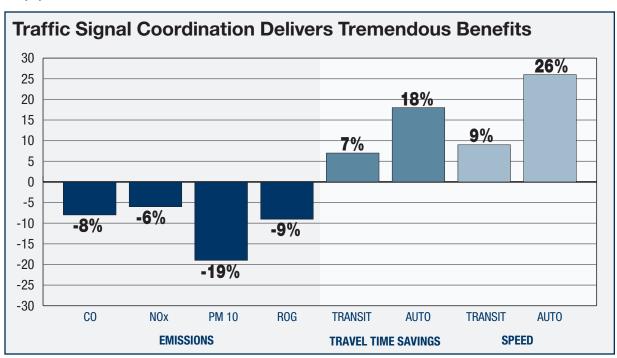
More than half of the new East Span's cable strands are now in place.



Cross bracing on the Antioch Bridge

Timing Is Everything: PASS Program Delivers Impressive Results

With a benefit-cost ratio of 80:1, the Program for Arterial System Synchronization, or "PASS" for short, has been a huge success. This program provides CMAQ funding for local cities and counties to better coordinate traffic signals in order to reduce traffic congestion, speed up travel for various modes and reduce tailpipe emissions.





Technology can help to speed traffic and reduce tailpipe emissions on our local streets and roads.

For an investment of only \$1.3 million, the program simultaneously reduced traffic congestion, sped up transit service and reduced emissions.

The first phase included seven Bay Area counties and consisted of 339 traffic signals, many of which were coordinated for the first time. Unlike many transportation projects that take years to go through the design and environmental review process, these projects were completed in a single year. The second PASS program cycle — expected to deliver equally large benefits — is underway and consists of 21 separate projects and over 360 signals.

The Bay Area's Express Lane Network Advances

MTC's plan to create a network of high-occupancy toll (HOT) lanes — known as express lanes — took a major step forward in October 2011, when the California Transportation Commission approved a plan to allow the region to add 290 miles of express lanes. The routes will be operated in tandem with up to 280 miles of express lanes previously authorized by the Legislature, creating a 570-mile network where solo motorists can bypass congestion for a fee, while carpools and buses use the lanes free of charge. Tolls are continuously adjusted to keep the lanes free-flowing.

San Francisco Bay Area Express Lane Network



MTC's planned express lane additions would create a northsouth network encompassing Interstate 80 in Alameda, Contra Costa and Solano counties, Interstate 680 in Solano

and Contra Costa counties, and Interstate 880 in Alameda County, along with the approaches to the Dumbarton and San Mateo-Hayward bridges on State Route 84 and State Route 92.

Next Steps

In the coming months, MTC and our regional partners will:

- Conduct detailed analysis of traffic, toll policy, revenue and financing options.
- Design and implement a public outreach process.



About 1,800 vehicles per day use the variably priced 1-680 Express Lanes, at an average toll of \$3 per trip.

- Assign project development responsibilities.
- Develop a project-specific Project Study Report and environmental document for each construction project.
- Determine a method of project delivery for each segment.
- Coordinate on operating policies.

Bay Area Partnership

The Bay Area Partnership is a coalition of the top staff of various regional transportation agencies and environmental protection agencies. The Partnership provides a forum for discussion of key transportation issues facing the region in order to improve the overall efficiency and operation of the Bay Area's transportation network.

Transit Operators

Alameda-Contra Costa Transit District (AC Transit)

David J. Armijo 510.891.4753

Bay Area Rapid Transit District (BART)

Grace Crunican 510.464.6060

Bay Area Water Emergency Transit Authority Nina Rannells 415.291.3377

Central Contra Costa Transit Authority (County Connection) Rick Ramacier 925.680.2050

Eastern Contra Costa Transit Authority (Tri Delta) Jeanne Krieg 925.754.6622

Fairfield and Suisun Transit (FAST) Mona Babauta 707.434.3804

Golden Gate Bridge, Highway & Transportation District Denis J. Mulligan 415.923.2203

Livermore Amador Valley Transit Authority (WHEELS) Paul Matsuoka 925.455.7555

Marin Transit David Rzepinski 415.226.0864

San Francisco Municipal Transportation Agency (SFMTA) Edward D. Reiskin 415.701.4720

San Mateo County Transit District (SamTrans)/ Peninsula Corridor Joint Powers Board (Caltrain)
Michael J. Scanlon 650.508.6221

Santa Clara Valley Transportation Authority (VTA) Michael T. Burns 408.321.5559

Santa Rosa Transit Anita Winkler 707.543.3330

Solano County Transit (SolTrans) Jim McElroy 707.648.4047

Sonoma County Transit Bryan Albee 707.585.7516 Transbay Joint Powers Authority Maria Ayerdi-Kaplan 415.597.4620

Western Contra Costa Transit Authority Charles Anderson 510.724.3331

Airports and Seaports

Port of Oakland Omar R. Benjamin 510.627.1100

Livermore Municipal Airport Leander Hauri 925.373.5280

Regional Agencies

Association of Bay Area Governments Ezra Rapport 510.464.7927

Bay Area Air Quality Management District Jack P. Broadbent 415.749.5052

Metropolitan Transportation Commission Steve Heminger 510.817.5810

San Francisco Bay Conservation and Development Commission Steve Goldbeck 415.352.3600

Congestion Management Agencies

Alameda County Transportation Commission Arthur L. Dao 510.208.7402

Contra Costa Transportation Authority

Randell H. Iwasaki 925.256.4724 Transportation Authority

of Marin Dianne Steinhauser 415.226.0815

Napa County Transportation and Planning Agency Paul W. Price 707.259.8634

San Francisco County Transportation Authority José Luis Moscovich 415.522.4803

City/County Association of Governments of San Mateo County Richard Napier 650.599.1420 Santa Clara Valley Transportation Authority (VTA) John Ristow 408.321.5713

Solano Transportation Authority Daryl K. Halls 707.424.6007

Sonoma County Transportation Authority Suzanne Smith 707.565.5373

Public Works Departments

City of San Jose Hans Larsen 408.535.3850

County of Sonoma Phillip Demery 707.565.3580

County of Alameda Daniel Woldesenbet 510.670.5456

City of San Mateo Larry A. Patterson 650.522.7303

State Agencies

California Air Resources Board James N. Goldstene 916.445.4383

California Highway Patrol, Golden Gate Division Teresa Becher 707.648.4180

California Transportation Commission Bimla Rhinehart 916.654.4245

Caltrans
Malcolm Dougherty 916.654.6130

Caltrans District 4 Bijan Sartipi 510.286.5900

Federal Agencies

Environmental Protection Agency, Region 9 Jared Blumenfeld 415.947.8702

Federal Highway Administration, California Division Walter C. Waidelich, Jr. 916.498.5014

Federal Transit Administration, Region 9 Leslie T. Rogers 415.744.3133

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Andrew B. Fremier

Deputy Executive Director, Operations

Randy Rentschler

Director, Legislation and Public Affairs

Acknowledgements

Project Staff

Authors

John Goodwin, Rebecca Long, Randy Rentschler

Editorial Staff

Karin Betts, Georgia Lambert

Graphic Design and Production

Michele Stone

Map Design

Peter Beeler

Printer

Dakota Press, San Leandro

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Front Cover — Portraits of Workers on Bay Area Transportation Infrastructure Projects

Name (Project) - Photographer

Santiago Briseno (BART Warm Springs extension) – Noah Berger; Jim Nunnely (BART Warm Springs extension) – Noah Berger; Chris Arbic (Presidio Parkway) – Karl Nielsen; Dick Kemp (BART Oakland Airport Connector) – Noah Berger; Mani Ngungutan (Vallejo Station Intermodal Facility) – Noah Berger; LaVonna Crossley (SFMTA Central Subway) – Noah Berger; Jesse Reese (Bay Bridge East Span) – Lucas Schifres; Burke Hosman (Vallejo Station Intermodal Facility) – Noah Berger; Vincent White (BART Oakland Airport Connector) – Naoh Berger; Sara Garcia (Bay Bridge East Span) – Lucas Schifres; Brigido Franco (SFMTA Central Subway) – Noah Berger

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SF Muni bus at City Hall – courtesy of SFMTA Safe Routes to School – Noah Berger Fuel dispenser – ©Jason Todd, Getty Images

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Children waving – Noah Berger Bay Area panorama – MTC Archives

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Commuters board BART – Peter Beeler Passengers at bus hub – MTC Archives Ferry riders unloading – Kit Morris

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Clipper bus-wrap - Noah Berger

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511 on smart phone – MTC Graphics SF Muni Stop ID – courtesy of SFMTA

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Bay Bridge saddle lift - Bill Hall, Caltrans

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Ramp meter - Noah Berger

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Interstate 680 express lane - Noah Berger

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Construction crew at Vallejo Station Intermodal Facility – Noah Berger











MT METROPOLITAN TRANSPORTATION COMMISSION

Joseph P. Bort MetroCenter 101 Eighth Street Oakland, CA 94607-4700

> 510.817.5700 tel 510.817.5848 fax 510.817.5769 TTY/TDD

> > info@mtc.ca.gov www.mtc.ca.gov